



Burnaby Hospital Redevelopment Project
Phase One

Reducing Bottlenecks Without Creating New Constraints

*Lessons Learned from Clinical Activation &
Go-Live*

CCHF May 5, 2026

Presenters



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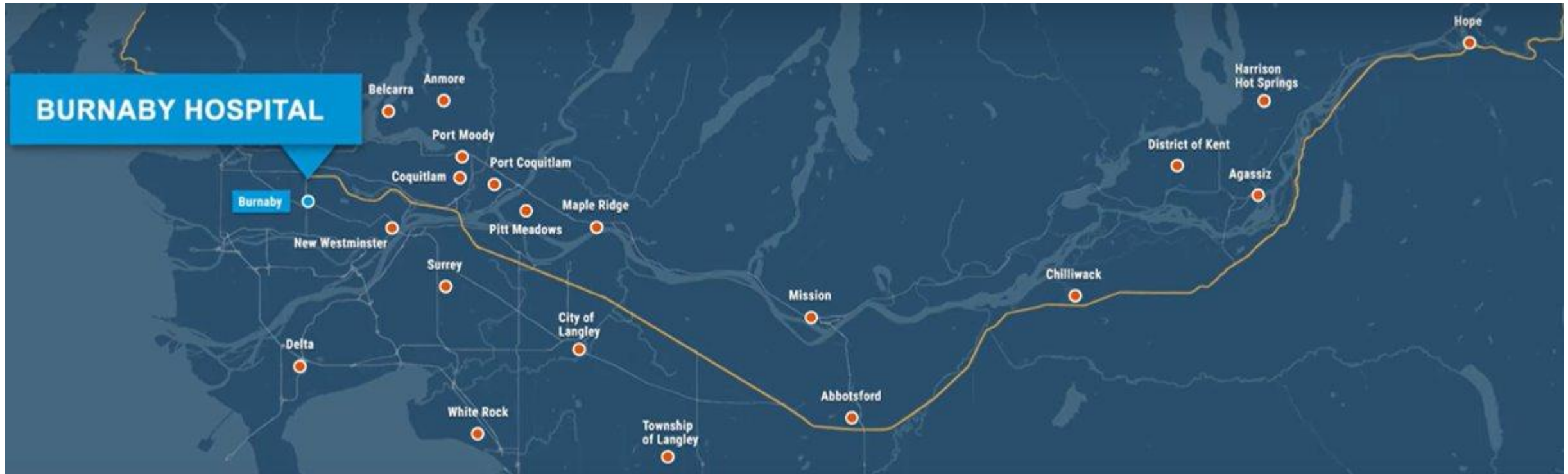
Agenda

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Project Overview

Burnaby Hospital

- 1 of 12 acute care hospitals in Fraser Health
- 313 beds (after Phase One)
- 81000+ emergency visits, 11000 surgeries, 1400 newborns annually (2024/2025)
- Opened in 1952; last significant redevelopment in 1970's



Project Scope

Phase One Overview

- **\$633M Phase One budget**, including a **\$30M contribution** from the Burnaby Hospital and Community Foundation
- Design-Build-Finance and Construction Management delivery, **partnered with EllisDon and KRA**



Why Redevelopment Is Needed

- Burnaby is one of BC's **fastest-growing communities**
- Burnaby Hospital has had **no major upgrades in over 40 years**



What Phase One Delivers

- Transforms Burnaby Hospital into a **modern medical and surgical health-care campus**
- Replaces aging infrastructure
- Meets current building and clinical standards
- Enhances the patient experience with **modern, comfortable facilities**



Phase One Overview

New Facilities – Opened Spring 2026

Support Facilities Building Expansion

Levels 6 & 7: New energy centre – mechanical and electrical

Level 5: Medical Device Reprocessing Department

Level 4: Operating Rooms

Level 3: Emergency Department – Zones 1 & 5

Level 2: Food & Dietitian Services

Level 1: Administration and Burnaby Hospital & Community Foundation



Health Care Pavilion

Levels 6: Mechanical and electrical

Level 5: Mental Health Inpatient Unit

Level 4: Maternity Unit & Neonatal Intensive Care Unit

Level 3: Medicine Unit

Level 2: Outpatient Clinics

Level 1: New main entrance, lobby, cafeteria and gift shop

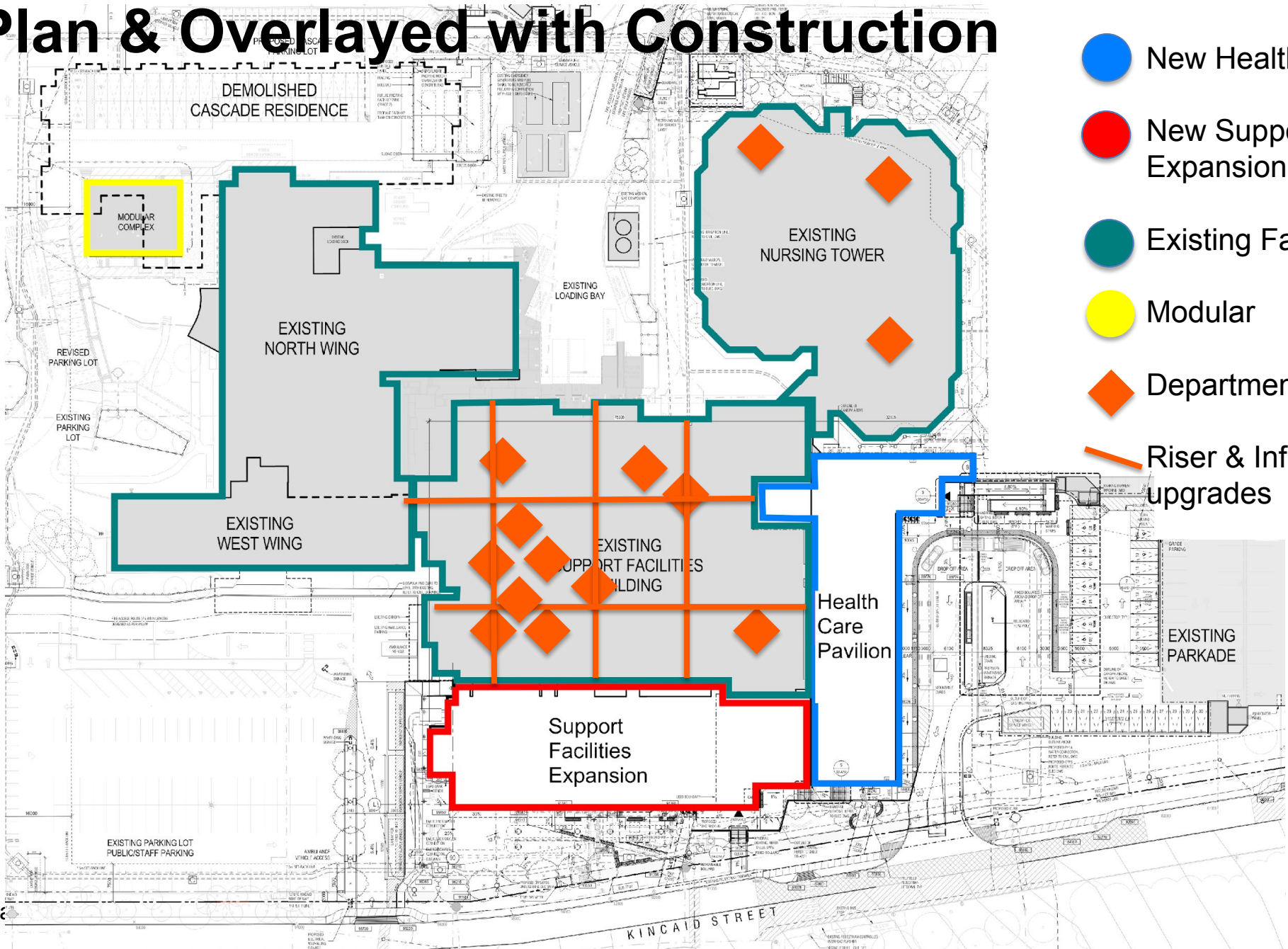
Levels P1-P4: Parking, Bike storage, storage/mechanical

Renovations

Opened 2025: Outpatient Lab, Pharmacy and Optimization Centre

In progress: In-Hospital Services; Emergency Department Zone 6; Lab Renewal; full Medicine Unit; other clinical and support spaces; infrastructure

Site Plan & Overlaid with Construction

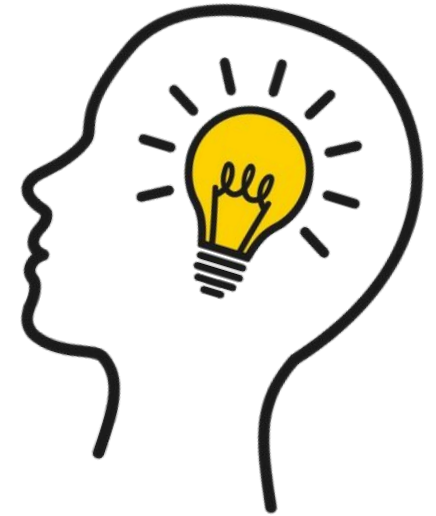


- New Health Care Pavilion
- New Support Facilities Expansion
- Existing Facilities
- Modular
- ◆ Department Renovations
- Riser & Infrastructure upgrades

Key Principles

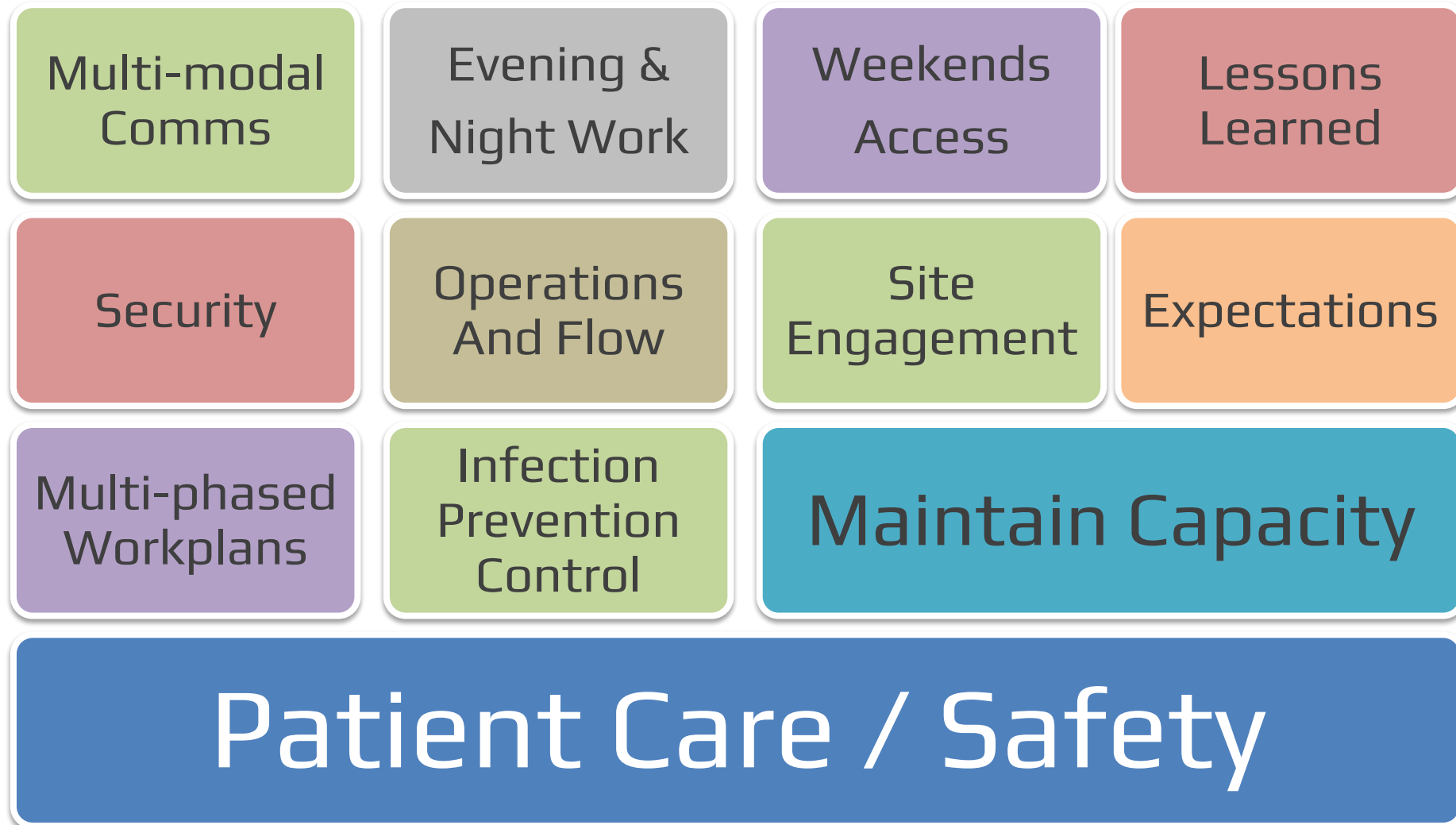
Key Principles Throughout Construction

- ✓ Maintain operations
- ✓ Maintain patient and staff flows
- ✓ Minimize downtime and closures
- ✓ Maintain or improve capacity without constraints
- ✓ Maintain efficiency of workflows



Strategic Planning Approach

Strategic Considerations



Ensuring Capacity During Construction

 Phased Work

 Communication

 Swing Spaces

 Contingency & Mitigation Planning

Communications

fraserhealth Burnaby Hospital Redevelopment Project

April 20, 2025

Construction Notice
Hoarding Installation: Nursing Tower, Level 1

What's happening?
To future construction work, contractors will be installing hoarding on Level 1 of the Nursing Tower.

When is this happening?

Date	Time	Work
April 21 – April 27		• Soft hoarding installation
April 21 – April 28	0700 – 1500	• Hard hoarding installation
April 26 – April 29	11h	• Protective seal set up
April 28		• Ducting installation for negative air

Impacts & Mitigations:

- Minimum 5' clearance will be maintained in the corridor at all times. Access to Oncology will be maintained throughout work.
- Soft hoarding will be installed around hard hoarding, with anterooms to access the construction areas.
- A HEPA vacuum will be used throughout this work to mitigate dust.
- Negative air systems will be set up to exhaust air to exterior of hospital.
- Anticipate minor noise and vibration.

Home > News > Burnaby Hospital redevelopment project: Construction notice

Burnaby Hospital redevelopment project: Construction notice

Back to News

July 23, 2025

We would like to inform you of upcoming roadwork on Kincaid Street at the Burnaby Hospital campus.

As part of ongoing upgrades to Burnaby Hospital, contractors will be paving and repainting a portion of Kincaid Street (see map below).

Communication tools to:

- **Inform:** Work notices and signage
- **Engage:** Information sessions and town halls
- **Build excitement:** Newsletters, social media and web posts

Post Anesthesia Care Unit (PACU) Temporary Entrance



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January 2026

Burnaby Hospital Redevelopment
Progress Report for Staff & Medical Staff

What We've Achieved
Staff Training and Orientation is in Full Swing

Training and orientation sessions are now underway in the new Phase One buildings. These sessions were developed to help staff deliver quality patient care and maintain workplace safety while working in the new environment.

These staff training sessions include:

- Information on security processes and procedures, helping staff understand new safety protocols and emergency response workflows.
- Simulations to test workflows, giving teams the opportunity to walk through real-life scenarios and refine processes.
- Training on new technology and equipment, ensuring everyone is confident using new systems, tools, and devices that support patient care and daily operations.

Thank you to everyone who attended our January 15 Info Session, which helped staff learn how to sign up for site tours and the Site Orientation eLearning module.

Left: A recent Emergency Department training session. Right: Patient transfer team practices maneuvering equipment during



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fraserhealth ✨ Our doors are open! ✨

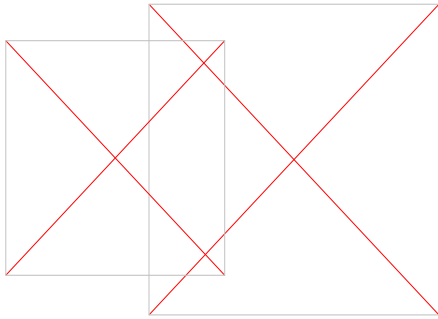
On March 10, Burnaby Hospital opened the new Health Care Pavilion and expanded Support Facilities Building, bringing enhanced emergency, maternity, and mental health and substance use care to the Burnaby community.

Upgrades include a larger Emergency Department, new inpatient units, a new NICU, more parking, and thoughtfully designed spaces focused on comfort, privacy, and healing.

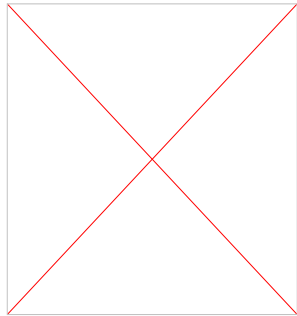
At the heart of it all are the people we care for, and the teams who support them every day. ❤️

Learn more at fraserhealth.ca/news

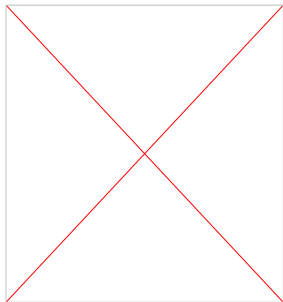
Swing Space Considerations



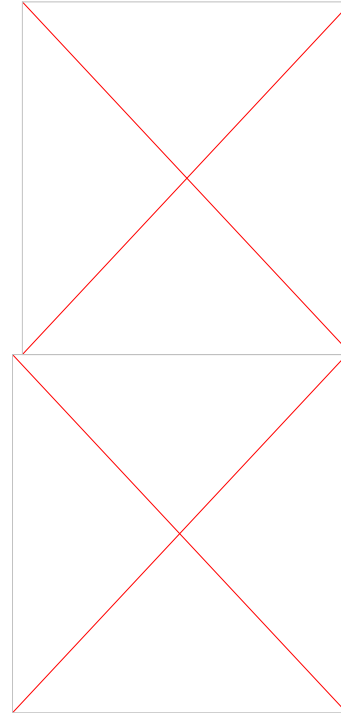
**Budget and
schedule**



Storage



Workflow changes



IMIT components

Certification

Maintaining Capacity & Function During Disruptions

Mitigation

- Build strong partnerships
- Site operations must be aware of ongoing work
- Support contractors

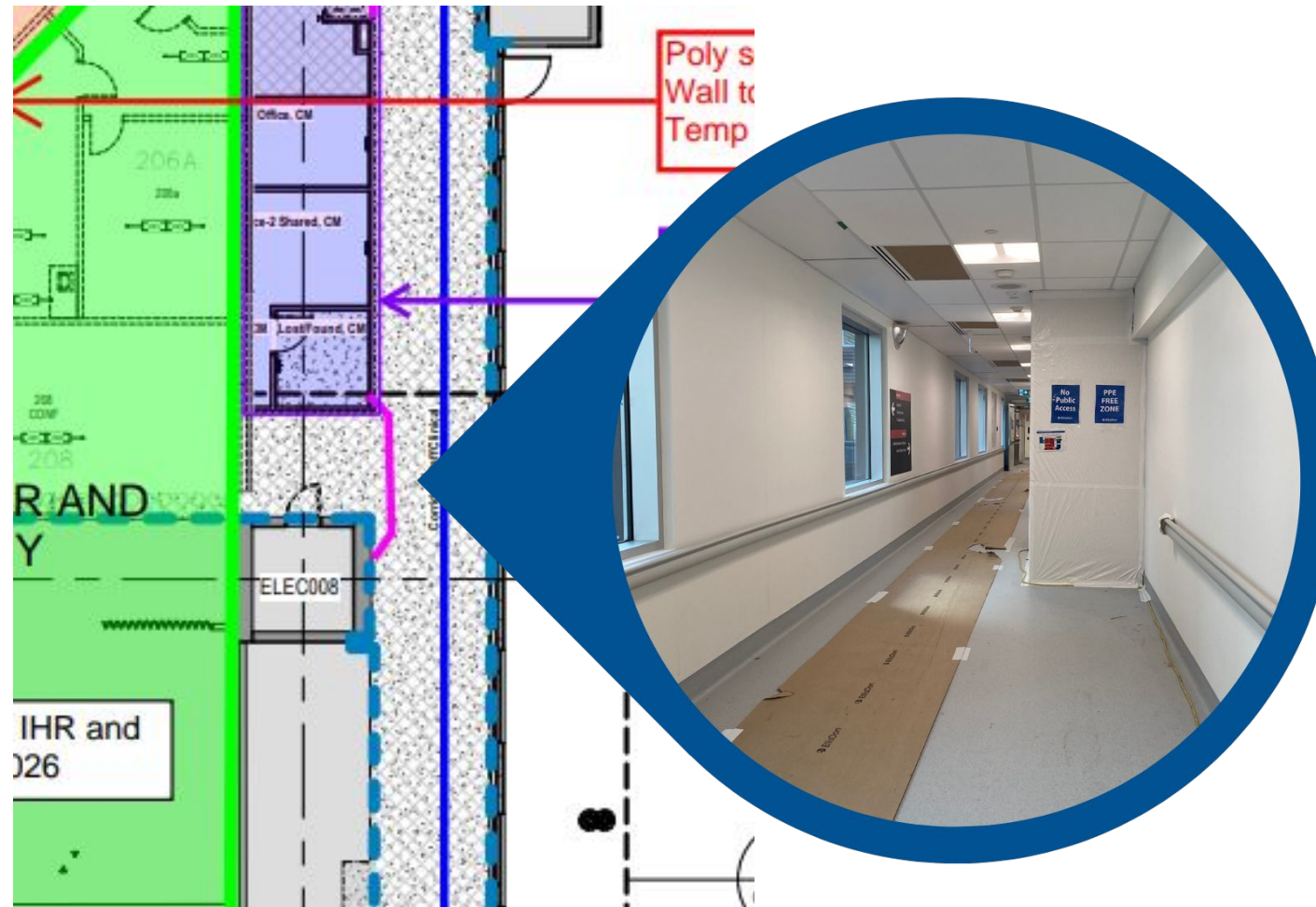
Contingency

- Stop work process established
- Project After Hours On-Call
- Contractors – Responsive, available in person, aware and accommodating to clinical needs



Expectations vs Reality

Construction Expectations vs Reality



Construction drawings vs real life hoarding in corridor to patient food services.

Construction Expectations vs Reality



Construction hoarding near Emergency Department



Temporary Administration modular



Temporary walkway



Cafeteria hoarding

Challenges

- Operational challenges & pre-existing bottlenecks
- Clinical disruptions
- Unexpected constraints




Limited onsite parking was addressed with offsite parking options.



Single lane traffic was implemented along main access road (Kincaid Street) during construction.

Challenges



 **Construction Notice**
Pneumatic Tube Shutdown: Sitewide Impact

March 3, 2026

What's happening?
Contractors will be connecting the pneumatic tube system in the existing and new Burnaby Hospital buildings. A temporary shutdown of the pneumatic tubes will be necessary to complete this work.


When is this happening?
Wednesday, March 4: 0430 – 1530 hrs.

Pneumatic Tube Impacts:

- On March 4, from 0430 to 1530 hours, all pneumatic tubes on site will be temporarily unavailable for use. Please do not use the pneumatic tubes during these times.
- The shutdown timeline and instructions will be posted on all impacted pneumatic tubes prior to work beginning.
- Additional porters will be on site to move items between buildings while the pneumatic tube is temporarily shut down.
- Due to the increased demand for porters, they may not be available to support with stat cases during this shutdown. Departments may need to make alternative arrangements for urgent deliveries.

Impacts to you:

- This work will be carried out from within containment cubes (see map for work locations). No access to clinical spaces is required.
- Please anticipate minor delays for wheeled traffic that may be slowed by the partial corridor obstruction caused by the containment cube.
- Anticipate minimal noise from intermittent drilling in the construction area on SFB Level 2 (old Pharmacy location).



Support Facilities Building - Level 2

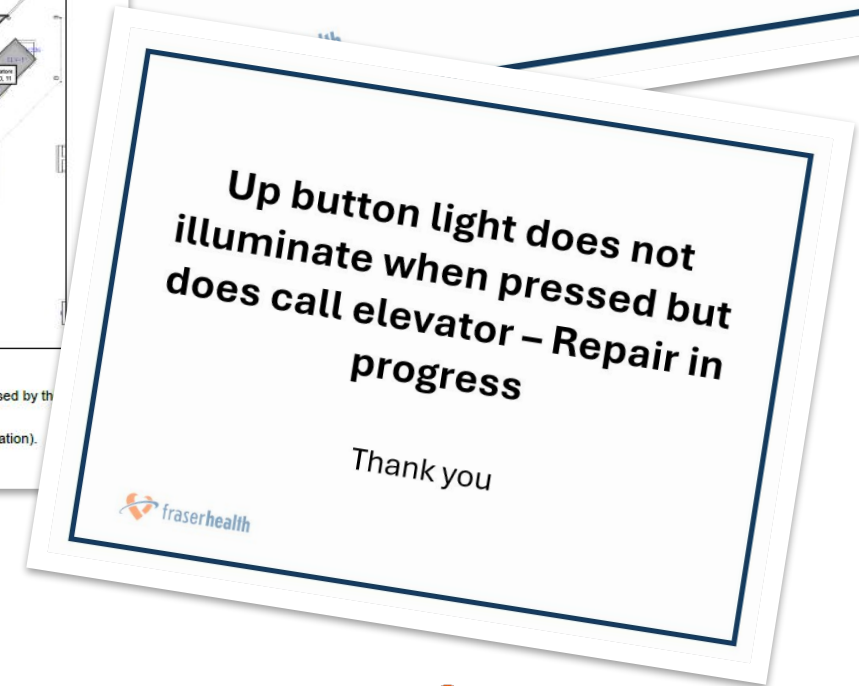
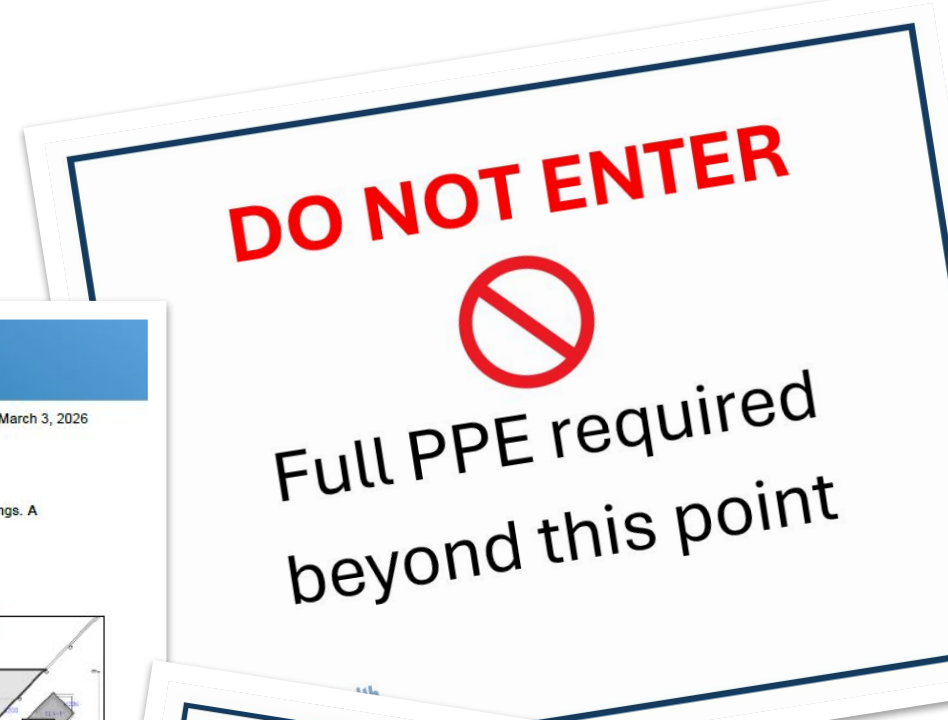
Hourlong Construction Area

Containment Cubes

Contractors will be working in containment cubes in these areas

Construction Notice and Signage

Sitewide shutdown, flow impacts



The Go-Live Experience

Expanding Workforce Capacity & Readiness

Before Phase 1

2,200+

General staff at Burnaby Hospital

~300 Medical Staff | **250+** Volunteers

1,300+

Staff Directly Impacted

~300 Medical Staff | 250+ Volunteers

220+

Net New Jobs

~190 New FTE

People Readiness: From Planning to Execution



Day in the Life simulation exercise

Testing out the new ORs (left); transferring a newborn to the Neonatal Intensive Care Unit (right).

Coordinated Move: Equipment to Patient Transfer

Partnered with Healthcare Relocations, a tightly coordinated, phased approach enabled safe, uninterrupted patient transfer at scale.

Equipment Move

- Phased sequencing minimized downtime
- Pre-defined routes eliminated bottlenecks
- Just-in-time delivery via precise labeling
- Protected clinical workflows

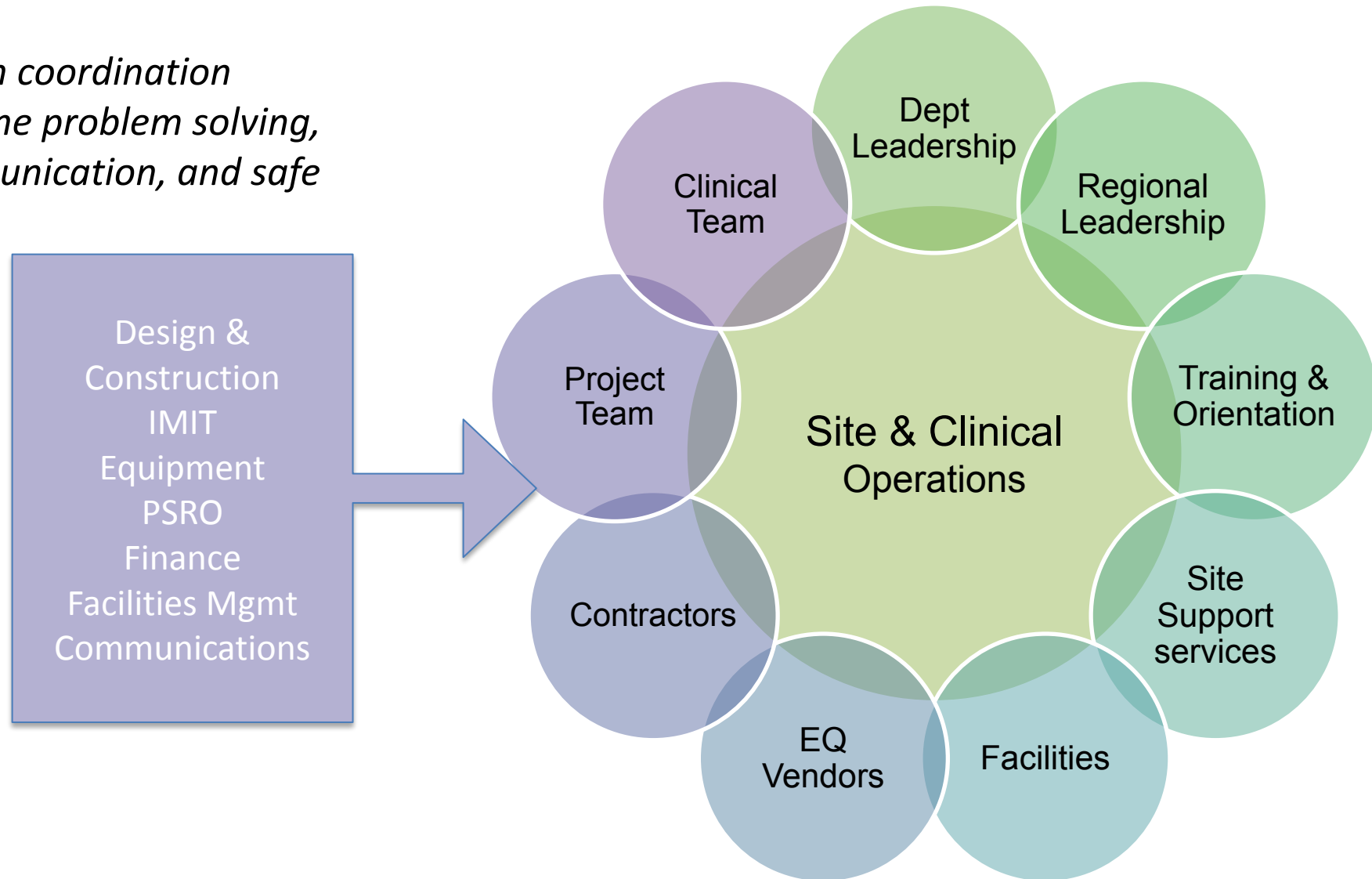
85 Patients Moved

in 6 hours (5:30–11:30 AM)

- Interdisciplinary readiness huddles (clinical + project)
- Safety + operational checks complete pre-go
- Standardized cadence: Every 4–6 minutes
- Continuous monitoring maintained throughout
- Standardized cadence reduced delays

Enabling System-Wide Coordination

Integrated team coordination enabled real-time problem solving, seamless communication, and safe transitions.

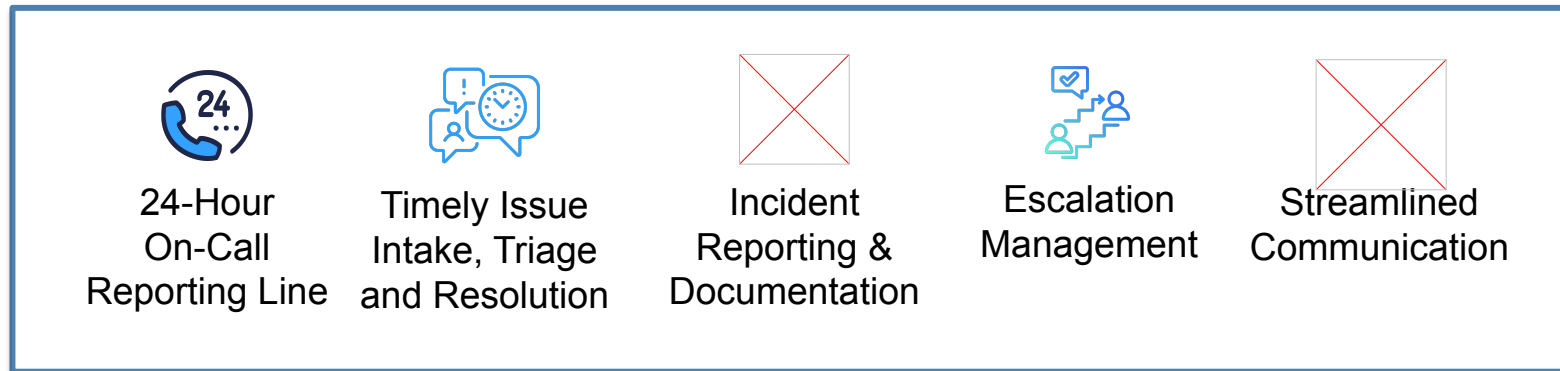


Command Centre Structure

What is the Command Centre?

- Centralized physical hub during go-live
- Coordinates all activities
- Tracks, prioritizes and escalates issues
- Jointly lead by clinical operations and clinical project team

Why is the Command Centre necessary?



Issue Priority Levels

Priority 1: A critical incident or issue with **very high** impact to operations, or an **immediate safety** issue.

Priority 2: A major incident or issue with **significant impact** to operations, **potential safety** concern.

Priority 3: An incident or issue with **moderate to low impact** to operations.

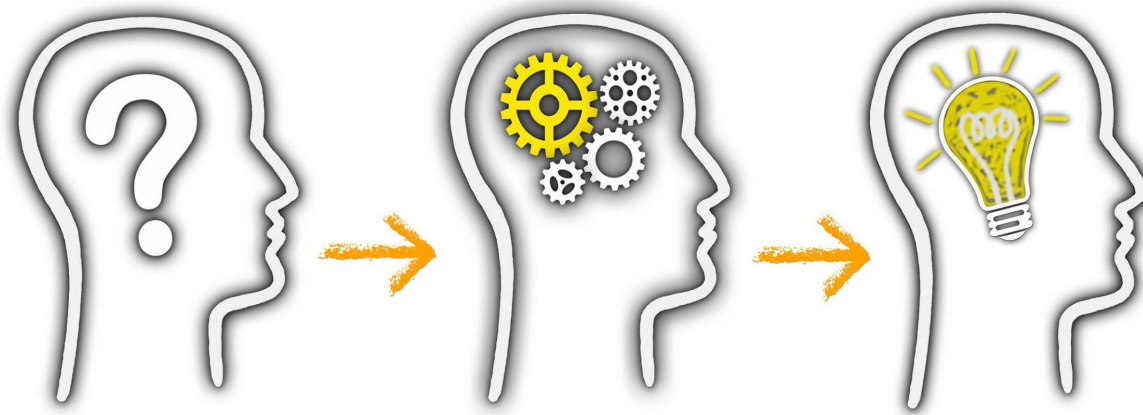
Priority 4: An incident or issue with low impact that does not impact operations.



Lessons Learned

Key Lessons Learned

- Constraints do not disappear, they shift
- Plan for real-world variability
- Engage clinical teams early and often
- Use a multi-modal communication strategy





Questions?

Thank you